



**DEPARTMENT OF CORRECTIONS
MONTANA STATE PRISON
OPERATIONAL PROCEDURE**

Procedure No.: MSP 4.2.3	Subject: UNIT MANAGEMENT		
Reference: DOC Policy No. 4.2.3		Page 1 of 6 and 9 attachments	
Effective Date: May 13, 2009		Revision: (new effective date) June 6, 2012	
Signature / Title: /s/ Leroy Kirkegard / Warden			

I. PURPOSE

To utilize a unit management system in order to decentralize authority, more effectively deliver programs and staff services to inmates, facilitate staff/inmate contact to the greatest degree practical, and oversee the daily operation of the facility housing areas. All housing units within the facility will follow this operational procedure and implement unit management according to this procedure and the unit plan.

II. DEFINITIONS

Direct Supervision - a method of inmate management that ensures continuing contact between staff and inmates by posting staff in the inmate living area and a heavy reliance on personal interaction for inmate supervision.

Seamless Security - an entity that has components which exchange information, services, and responses for a common positive purpose. Each component understands the other components role and functions in a coordinated, seamless manner.

Unit - a self-contained living area, generally housing not more than 200 inmates, that includes both housing for inmates and office space for unit staff.

Unit Plan - a plan that describes specific information regarding the operation of a particular housing unit.

III. PROCEDURES

A. Unit Team

1. Each inmate housing unit within the facility will be staffed by a unit "team" made up of the employees who work in the unit and who are directly responsible for the inmates living in that unit. Representatives of other programs and services may sit as ad hoc team members. Staff offices will be located in the unit so employees and inmates are accessible to each other. Unit team positions include:
 - a. A Unit Manager
 - b. Shift Sergeants
 - c. A Case Manager
 - d. Correctional Officers*Attachments A, B, C, and D* outline the roles of each of the unit team positions.
2. The Unit Manager, Case Manager, Sergeants and Correctional Officers will be assigned to a designated housing unit for a specific period of time.

The following are general guidelines for staff assignment timeframes.

 - a. Unit managers will be assigned as follows:
 - 1) MDIU and WRC – five years
 - 2) General housing units (A, B, C, D, HSU-I, and HSU-II) – four years

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- 3) LHU-I and LHU-II – three years
- b. Case Managers will be assigned as follows:
 - 1) MDIU and WRC – four years
 - 2) General housing units (A, B, C, D, HSU-I, and HSU-II) – three years
 - 3) LHU-I and LHU-II – two years
- c. Unit Sergeants will be assigned as follows:
 - 1) MDIU and WRC – four years
 - 2) General housing units (A, B, C, D, HSU-I, and HSU-II) – three years
 - 3) LHU-I and LHU-II – two years
- d. Correctional officers
 - 1) *MSP 1.3.102, Correctional Officer Post Assignments* outlines how correctional officers are assigned to posts.
 - 2) Correctional officers, other than probationary, will be assigned to a post for a minimum of one year.
3. Staff rotations must be staggered so the Unit Manager, Case manager, and a Sergeant are not rotated out at the same time. When a Unit Managers moves to oversee a new unit, he/she will not make any significant changes in the way the housing unit operates without getting the approval of the Associate Warden of Housing, Deputy Warden, and Warden.
4. The Associate Warden of Housing will supervise all of the Unit Managers and provide oversight to the unit management teams and housing unit activities (*attachment E* outlines the roles of the Associate Warden of Housing). The Associate Warden of Housing and Unit Managers are responsible for the day to day activity occurring in the housing units.
5. Staffing patterns in the various housing units will be determined by the unique programming and treatment needs of the inmate population assigned to a particular unit based on the security other needs of a unit. The administration may move staff for the need s of institution.

B. Security Major and Command Post Staff

The Security Major and Command Post staff function in conjunction with, and provide guidance to, the Unit Management Teams to ensure facility, housing unit, and seamless security.

1. Command post and unit team staff jointly supervise the correctional officers working in the housing units. The Unit sergeant will provide direct daily supervision and oversight to correctional officers during the shifts they are assigned to their particular unit. Command Post staff will provide direct supervision for 3rd shift correctional officers and all other officers on any shift not assigned to a housing unit.
2. Effective communication and coordination between unit team staff, the Security Major, and Command Post staff regarding overlapping supervision and security responsibilities is critical to the success and daily operation of the facility.
 - a. *Attachment F* outlines the roles of Command Post staff.
 - b. *Attachment G* outlines the roles of the Security Major.
3. Command Post staff are responsible for the scheduling of the correctional officers and will work with the Unit Teams on assignment of staff to the respective housing units within the parameters of *MSP 1.3.102, Correctional Officer Post Assignments*.
4. Unit Managers are responsible for scheduling the unit Sergeants. They will work with Command Post staff when creating and revising the Sergeants work schedule to ensure communication related to issues that Command Post staff have dealt with when the Unit Managers are off duty.

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C. Unit Team Responsibilities

1. Inmates are assigned to a specific unit team when they receive their housing assignment based on the MSP classification system. Team members are available to assist in many areas, including work, education and treatment program planning, classification questions, parole matters, release & re-entry planning, personal and family problems, and counseling.
2. All unit staff will utilize a ***direct supervision approach***. In other words, they will interact and be in the inmate living areas as much as possible. This allows staff to be proactive in addressing inmate issues and be more aware of the demeanor of inmates, often time preventing potential problems.
3. Unit Managers, Case Managers, and/or Sergeants should be scheduled so that one of them will be available seven days a week at most times during the day (6 am to 10 pm) to oversee unit functions. These staff enhance security by being visible and immediately responding to inmate requests and unrest. Therefore it is imperative that they be available in the housing units/areas for interaction with the inmates and correctional officers.
4. The Unit Manager is in charge of the unit and oversees all unit programs and activities.
 - a. The Unit Manager maintains a close working relationship with all facility departments and personnel, and may be considered a member of the facility management team.
 - b. The Unit Manager chairs the unit team, reviewing all team decisions and overseeing sanitation and other on-unit programs.
 - c. The Unit Manager ensures that unit staff coordinate and communicate all unit activities with Command Post staff, immediately informing Command Post staff of any major incidents (for example, placing an inmate in pre-hearing confinement, transporting an inmate to the Infirmary) or incidents that could affect other areas of the facility or cause major problems in the housing unit.
 - d. The Unit Manager will communicate and coordinate with Command Post staff for issues regarding 3rd shift operations in his/her housing unit.
5. The unit shift Sergeant supervises the activities of officers and inmates in the day-to-day operations of the unit, and is responsible for the overall security, safety, and orderly operation of the unit for his or her shift.
6. The unit Case Manager is responsible for monitoring and making adjustments to inmate re-entry plans, preparing classification and parole reports, assisting inmates with release plans, and processes inmate-related correspondence and other materials relating to the inmate's commitment. The Case Manager serves as the primary contact point between the inmate, the Institutional Probation & Parole Officers (IPPOs), the administration, and those in the community. They also provide social services such as counseling and guidance for the inmates in areas of institutional conduct, personal difficulties, and planning for the future. They will visit inmate work and program assignment areas on a regular basis, and are the first resource for inmate to get crisis counseling and help in resolving daily problems.
7. Correctional Officers have direct responsibility for the day-to-day supervision of inmates and the enforcement of rules and regulations. They have safety, security, and sanitation responsibilities in the unit. Correctional Officers will utilize the direct supervision model of interacting with inmates within and outside of the housing units.
8. All members of the UMT will be involved in the implementation of the DOC/MSP Re-entry Initiative, and will assist inmates with their re-entry efforts within facility resources.

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D. Communications

1. The primary means of communication in the unit management system is personal contacts between staff and inmates. Unit staff will maintain bulletin boards with written information that may be of interest to inmates. Unit Managers may utilize group and individual meetings, at their discretion, to improve communications in the unit with both inmates and staff.
2. Unit Managers are responsible for efficient sharing of information with unit staff regarding facility issues, unit issues, and other information applicable to performance of staff job duties.
3. Communications to and from the Command Post staff and Security Major on a daily/weekly basis are critical to facility operations and seamless security. These communications will involve sharing incident reports, the exchange of written correspondence, meetings, telephone calls, and/or personal interactions.
4. A representative of the unit team will review the facility incident reports that are available in the Command Post on a daily basis.
5. Communication between unit teams of the various housing units is critical to inmate management, facility operations, and seamless security. The Associate Warden of Housing will ensure that he/she holds a weekly or monthly meeting with the Unit Managers to share and discuss information, resolve issues, or present proposals for changes in operation. These meetings are critical to efficient and consistent operations.
6. The Associate Warden of Housing will ensure the Unit Managers and Command Post staff meet at least once a month to share and discuss information, resolve issues, or present proposals for changes in operations.

E. Inmate Case Reviews by Unit Teams

1. MDIU unit team will conduct a review of each inmate's case during initial classification of the inmate after all orientation and testing are complete. MDIU unit team staff will develop a re-entry plan for each inmate that will be part of the case or computerized file on the inmate, and will be utilized by housing unit team staff to conduct regular case management reviews.
2. Unit team staff will conduct reviews to:
 - a. Determine the inmate's compliance with his individual re-entry plan.
 - b. Make necessary adjustments to programming needs or work assignment.
 - c. Review transfer or custody reduction recommendations/requests,
 - d. Gather the information necessary for reports to the paroling authority.
 Unit team staff will ensure the inmate is provided with a written advisement of any action resulting from a case review.
3. The Unit Team will develop procedures to ensure unit team staff meets formally with inmates assigned to their caseload at least once every two months to discuss the inmate's re-entry plan, housing unit issues, needed assistance, etc. UMT staff will enter formal and informal contact information into OMIS and/or into the various files kept concerning the inmate.

F. Unit Plans

Each Unit Manager, with input from unit staff, will develop a written unit plan(s) in accordance with the outline on *attachment H*.

1. The completed plans of each unit will be reviewed by all Unit Managers and the Associate Warden of Housing. The Unit Manager, Associate Warden of Housing, Security Major, and Deputy Warden will approve the final unit plan.

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2. Unit Managers will ensure each unit plan is updated at least once each year, or as needed, in order to remain current. Any changes will be approved as outlined in section III.F.1.
3. The unit plan will ensure that the provisions of the DOC and MSP mission, goals and objectives are addressed and maintained.
4. All unit staff will be required to review the unit plan quarterly.
5. The unit plan will be stored in a multi partitioned loose-leaf binder and made readily available to all staff working in the unit, or any other staff, upon request.
6. Unit plans will include detailed information concerning how a particular unit will function, and will contain the formal rules and operating procedure of the unit.
7. Unit plans will be as consistent and similar as possible taking into account the unique features of the unit and classification level of the inmates.
8. Complete copies of all current unit plans will be maintained by the Associate Warden of Housing.
9. Sections II and III of the unit plan may be disclosed to inmates. All other sections are for staff use only.
10. To ensure the various aspects of the housing unit are understood and still applicable, the newly assigned Unit Manager will meet with the prior Unit Manager and the Associate Warden of Housing to discuss in detail the current unit plan.

G. Unit Management Implementation Checklist

The facility will ensure that the items outlined on the Unit Management Implementation Checklist (*attachment I*) have been complied with for existing housing units and for any proposed housing units at the facility.

H. Facility Organizational Chart

The facility organizational chart will clearly indicate the unit management structure, chain of command, and the associated housing units.

1. The Associate Warden of Housing and Security Major report directly to the Deputy Warden.
2. The unit managers report to the Associate Warden of Housing, and the unit team sergeants and case manager report to the Unit Manager.
3. The Command Post captains report to the Security Major, with the lieutenants and staff sergeants reporting to the captain.
4. Correctional officers assigned to housing unit posts are supervised by the Unit Team. Correctional officers who are not assigned to housing unit posts are supervised by Command Post staff.
5. Each unit manager is responsible for the operation of their designated housing unit(s). Command Post staff are responsible for facility security matters, including non-housing unit areas of the facility. When no unit team personnel are on duty in a unit (generally from 10pm to 6 am) Command Post staff are responsible for housing unit security and operations. During these time periods the correctional officers are directly supervised by Command Post staff.
6. **The Unit Team and Command Post have overlapping security responsibilities in the housing units which require frequent and effective communication to minimize problems and resolve issues.**
 - a. Housing unit security issues and/or problems noted by the Command Post will be addressed by unit team staff in an expeditious manner when they are present.
 - b. At times when unit team staff are not available, Command Post staff will address the issues raised. When Command Post staff make decisions that impact unit

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operations during time periods when the unit team is not available they will communicate that information to the Unit Manager.

- c. If Unit Team and Command Post staff cannot come to an agreement on how to proceed in handling a situation or issue, the Associate Warden of Housing and the Security Major will determine how it will be handled. **However, the preservation of facility security will take precedent in the handling of all matters concerning housing units.**

I. Inmate Concerns

Inmates may address concerns with unit team actions through the inmate housing unit representative, inmate request to a staff member, interaction with staff, and the facility grievance procedure.

J. Monthly Reports

1. On a monthly basis, each unit management team will submit a monthly report to the Associate Warden of Housing. The format of the monthly report will be determined by the unit management team in conjunction with the Associate Warden of Housing.
2. The Associate Warden of Housing will compile the information from these monthly reports into his/her monthly report and copy the Warden, Deputy Warden, and the Security Major.

K. Unit Management Compliance Audits

1. The Associate Warden of Housing will conduct an annual audit of each housing unit's management system for compliance with this operational procedure and the unit plan.
2. Deficiencies noted from these audits and meeting will be promptly addressed.
3. On a monthly basis each unit manager will perform a review of the case manager's caseload and his/her contacts with inmates.
4. On a random and recurring basis Classification, Grievance, and Disciplinary staff will perform reviews and / or audits of applicable information to determine compliance with the relevant operational procedures.
5. On an "as needed" basis the Associate Warden of Housing will meet with various managers to discuss and address proposed improvements, changes, or other issues related to the Unit Management system. Staff will need to follow proper chain of command to bring their proposals to the Associate Warden's attention.

IV. CLOSING

Questions concerning this operational procedure will be directed to the Associate Warden of Housing.

V. ATTACHMENTS

Roles of the Unit Managers	Attachment A
Roles of the Unit Sergeants	Attachment B
Roles of the Unit Case Managers	Attachment C
Roles of the Unit Correctional Officers	Attachment D
Roles of the Associate Warden of Housing	Attachment E
Roles of Command Post Staff	Attachment F
Roles of the MSP Security Major	Attachment G
MSP Housing Unit Plan Outline	Attachment H
Unit Management Implementation Checklist	Attachment I

Roles of the MSP Housing Unit Managers

1. Responsible for the overall orderly operation of the unit in regards to both staff and inmates and the unit budget.
2. Operates the unit within the confines of DOC policies and MSP operational procedures.
3. Regularly reports the unit status to the appropriate Associate Warden.
4. Conducts staff meetings with unit staff at a minimum of once a month. Responsible for the appropriate communication of MSP events, MSP operational procedures, DOC policies, and other information to staff assigned to the unit in a timely and professional manner.
5. Provides direct supervision of Sergeants and Case Managers by providing communication, training, counseling, positive reinforcement, evaluation and discipline and assuring accountability.
6. Assists in the selection process of Sergeants and Case Managers. Responsible for the supervision of Sergeants and Case Managers assigned to the unit and the maintaining of the appropriate supervisor notes. Coordinates supervision of Third Shift staff with the Command Post.
7. Reviews and implements applicable staff training in accordance with the DOC and MSP training plans for staff directly supervised.
8. Evaluates unit procedures, facility operational procedures and unit post orders in coordination with the Security Major, Associate Warden of Housing, and Command Post staff on a regular basis. Works in conjunction with the Sergeants and Case Managers to ensure that these items are regularly reviewed by correctional officers and provides guidance and counseling in the form of coaching and mentoring
9. Ensures that unit staff coordinates and communicates all unit activities with the Command Post. Immediately informs Command Post of any major incident (for example, PHC of an inmate or transportation of inmate to Infirmary, or any incident which could affect other areas of the institution or cause major problems in the housing unit). Works with unit staff to complete incident reports in the appropriate and timely manner. When in doubt, notify the Command Post.
10. As assigned by the Associate Warden, schedules unit Sergeants in cooperation with the Command Post to ensure that all posts are appropriately staffed. Posts information regarding Sergeants schedules on the I:drive and updates as needed.
11. Ensures that the Command Post is aware of the Unit Managers schedule and who is the senior officer or staff person in charge of the unit, by shift, by keeping unit schedule information updated on the I:drive on a daily basis.
12. Works with the Command Post and Human Resources to ensure Sergeants conduct required regular and special performance evaluations of Correctional Officers as well as daily instruction, training and any discipline required (ie. progressive discipline for potential sick leave abuse). On a random basis, reviews Correctional Officer evaluations to ensure they are completed in a proper and thorough manner. Reviews Sergeants supervisory notes on a random and reoccurring basis to ensure the appropriate documentation is being maintained.
13. Stops in the Command Post daily to review incident reports and exchange information with Shift Commander.
14. Works with and takes action on issues noted by Command Post staff on unit reviews and walk-throughs to ensure that security concerns are addressed.
15. Ensures inmate supervision and case management are done in accordance with DOC policy and MSP operational procedures.
16. Provides unit crisis intervention.
17. Provides unit coverage as a Sergeant or Case Manager when needed.
18. Acts as Associate Warden's backup/designee as assigned by the respective Associate Warden.
19. On a regular basis, works an eight hour shift between the hours of 7am and 5pm. On a monthly basis works two 8 hour shifts between noon and 10pm. On a monthly basis works eight hours on third shift. The Unit Manager, as needed, will flex work hours to accomplish this.

20. Represents unit staff and presents unit issues at monthly Unit Managers meeting or other meetings that will affect unit operations.
21. May be assigned by the Warden, Deputy Warden or Associate Warden to serve on or chair a committee on an as needed basis. Responsible for communication of committee events and information to the other Unit Managers and unit staff that is directly supervised.
22. Participates in public relations activities as requested by Associate Warden or Deputy Warden.
23. Conducts a daily walk through of the unit to ensure compliance with MSP operational procedures and unit rules.
24. Ensures that all staff and inmates know and understand all unit rules and operational procedures through posting of information, verbal discussion, coaching and mentoring
25. On appropriate issues that affect the unit operations, will discuss or pass information down to Sergeants and Case Managers for their review and comments. Will work with the Sergeants to ensure that information is also passed down to the Correctional Officers for review and comments prior to implementation of changes or new procedures.
26. Attends or ensures a unit staff member is present at the Warden's staff meeting to represent the unit, gather information or discuss issues.
27. Trains and coordinates training for all unit staff and inmates, thus ensuring knowledge of, and adherence to MSP operational procedures and unit procedures.
28. Holds unit staff and team meetings and prepares reports regarding unit activities. Encourages open and thorough communication between all levels of staff.
29. Investigates and resolves all grievances regarding unit staff.
30. Supervises staff through the appraisal process, performs work site inspections, conducts regular unit staff meetings, and routinely provides clear communication on principles, mission values, and operational procedures through verbal direction and dissemination of operational procedures.
31. Performs hiring, training, unit orientation, discipline and evaluation functions for unit staff.
32. Prepares work schedules, schedules vacations, justifies unit overtime and assigns a staff member to supervise the unit in his/her absence.
33. Trains staff in report writing requirements of various programs and ensures compliance.
34. Ensures all subordinate staff and self perform all work tasks in a proper and safe manner following established operational procedures, general safety rules, and safety procedures.
35. Ensures all unit staff are knowledgeable of, and adhere to, DOC policy and MSP operational procedures by providing feedback, leadership, and assistance.

SHARED DUTIES

36. Follows and promotes, in daily work activity, the DOC Code of Ethics, the MSP mission, and the MSP/MCE Guiding Principles.
37. Is an active member of MSP Management by attending meetings, representing the unit in work groups, taking accountability for decisions made and working with staff to ensure MSP operational procedures and appropriate DOC policies are understood and followed.
38. Addresses or works with inmates on day-to-day problems and crisis intervention.
39. Implements and updates the unit plans. Ensures and assists with training and educating unit staff in these areas.
40. Answers questions of unit staff and provide access to DOC policies, MSP operational procedures, unit rules, or other information as needed.
41. Ensures that unit staff know and understand unit rules, appropriate DOC policies and MSP operational procedures, and communicates them to inmates under their supervision.
42. Ensures the unit fire safety and emergency plan are maintained.
43. Ensures that unit staff are keeping the unit properly maintained, clean, and orderly.
44. Ensures that incidents are documented and reports are distributed.
45. Ensures that the unit fire safety and emergency plans are maintained.

46. Ensures that new inmates are oriented to the unit rules, MSP operational procedures, and appropriate DOC policies.
47. In conjunction with the Sergeant and Command Post, reviews and implements applicable Correctional Officer staff training.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my position description/performance appraisal and other duties assigned to me by my Supervisor to the best of my ability. I understand that failure to do so may result in disciplinary actions up to and including termination.

UNIT MANAGER SIGNATURE

/ /
DATE

Roles of the MSP Housing Unit Sergeants

1. First-line supervisor for Correctional Officers and staff in the housing units. Responsible for supervising, communicating, training, counseling, positive reinforcement, evaluation and discipline and assuring accountability.
2. Provides coverage for the Unit Manager as needed and assigned. Is responsible for the safe and orderly operation of the housing unit.
3. Conducts formal performance evaluations on Correctional Officers assigned to the housing unit. Required to work with Command Post to evaluate/correct sick leave abuse issues, violation of call-off procedure, appearance, etc. Responsible for maintaining appropriate supervisory notes on Correctional Officers that work the units.
4. Communicates with the Shift Commander regarding unit activities. Immediately communicates any major incidents to the Command Post (for example, PHC of inmates, transportation of inmates to the Infirmary, staff discipline issues). When in doubt, notify the Command Post.
5. Responsible to report off to the Unit Manager first. If unable to contact the Unit Manager you will contact the Command Post. This notification will take place at least 2 hours prior to the beginning of your scheduled shift.
6. Ensures unit staff under his/her command are trained on appropriate DOC policies, MSP operational procedures, and unit rules.
7. Assignment to shift and days off will be based on the Sergeant bid book.
8. Ensures unit staff have read and understand their respective post orders.
9. Conducts/participates/orders shakedowns and inspections.
10. Disciplinary Reports – reviews subordinates for accuracy, legibility, appropriateness, etc.
11. Ensures unit staff are knowledgeable of and adhere to unit and MSP operational procedures.
12. In the event of an emergency is responsible to implement specific emergency procedures for the housing unit to include emergency counts of staff and inmates and lock downs.
13. Assists in the creation, implementation and maintenance of the unit fire safety and emergency plan to help maintain the safety and security of the unit while integrating components of the least restrictive environment for inmates. This includes establishing escape routes for fire and natural disasters, conducting periodic drills, and training staff and inmates in the use of emergency equipment, safety rules, reporting procedures, and evacuation procedures.
14. Trains and coordinates security training for all unit staff and inmates, thus ensuring knowledge of, and adherence to unit and MSP operational procedures.
15. Provides leadership in implementing the Corrections mission by fostering respectful cooperative relationships between inmates and staff.
16. Intervenes to resolve disputes between unit staff and inmates when needed.
17. Supervises staff through the appraisal process, performs work site inspections, conducts regular meetings, and routinely provides clear communication of principles, mission values, and unit and MSP operational procedures through verbal direction.
18. Ensures that staff under their supervision are patrolling blocks and commons areas. The majority of Correctional Officer duties involve interaction with inmates, and this requires that they spend minimal time in the office.
19. Performs hiring, training, unit orientation, discipline, and evaluation functions for unit staff in conjunction with members of the Unit Management Team according to the DOC personnel policies and performance appraisal process to ensure staff development according to the mission.
20. Cooperates with other staff, and demonstrates respect for other employees which contributes to a positive and efficient working environment by use of delegation, training and total quality management directives.

21. Provides leadership through direct supervision, feedback, encouragement, confrontation, and modeling to maintain the orderliness of the unit and the clean, orderly appearance of staff and inmates.
22. Assists/trains staff in writing/filling out and processing the various required paperwork and reports. Ensures compliance by monitoring all reports and aiding in the development of standardized reporting procedures.
23. Schedules and conducts minor infraction inmate disciplinary hearings as part of the Unit Disciplinary Team.
24. Assists in or completes required classification paperwork/reports as assigned by the Unit Manager.
25. Assists with or completes Parole Reports, as assigned by the Unit Manager, by researching and interviewing inmates and ensuring accurate information is provided to the Board of Pardons & Parole.
26. Presents unit Correctional Officers issues at designated unit staff meetings.
27. Ensures subordinates are meeting daily shakedown/inspection requirements as directed by operational procedures and the Unit Manager.
28. Stops in the Command Post daily to review incident reports and exchange information with Command Post staff. This normally takes approximately 15 to 20 minutes each workday.
29. Conducts at least one daily walk-through of the entire unit including the inmate housing areas.
30. Ensures necessary logbooks are available, and that unit staff are completing them according to operational procedures, unit directives, and post orders.
31. Oversees the daily delivery and pick up of inmate mail between the inmate, housing unit, and mailroom.
32. Makes cell assignment decisions based on information from inmate files, discussion with inmate(s), and other appropriate information.
33. Ensures the medical concerns of the inmates and officers are being addressed per established procedure.

SHARED DUTIES

34. Follows and promotes the DOC Code of Ethics, the MSP Mission, and MSP/MCE Guiding Principles while engaged in daily work activity.
35. Is an active member of MSP Management by attending meetings, representing the unit in work groups, taking accountability for decisions made, and working with staff to ensure unit and MSP operational procedures are understood and followed.
36. Addresses and works with inmates on day-to-day problems and crisis.
37. Assists in the implementation and updating of the housing unit plan. Helps train and educate unit and other staff in these areas.
38. Answers questions from unit staff, and instructs them on how they can access DOC policies, MSP operational procedures, unit rules, or other information.
39. Works in conjunction with unit staff to ensure other staff and the inmates know and understand the unit rules and applicable unit and MSP operational procedures.
40. Ensures the unit is kept properly maintained, clean, and orderly.
41. Responsible for ensuring incidents are documented and reports are distributed.
42. Maintains the unit fire safety and emergency plan.
43. Trains and orients new inmates concerning unit rules and unit and MSP operational procedures.
44. Works with the Unit Manager on compliance with the unit budget, and provides recommendations as needed.
45. In conjunction with the Unit Manager and Command Post, reviews and implements applicable Correctional Officer staff training.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my position description/performance appraisal and other duties assigned to me by my Supervisor to the best of my ability. I understand that failure to do so may result in disciplinary actions up to and including termination.

SERGEANT SIGNATURE

DATE

Roles of the MSP Housing Unit Case Managers

1. May be assigned as line supervisor for Correctional Officers and staff in the housing unit. Responsible for supervising, communicating, training, positive reinforcement, and discipline and assuring accountability. Maintains supervisory notes when supervising Correctional Officers and communicates this information to Sergeants and Unit Managers.
2. Communicates with the Unit Manager or Sergeant regarding unit activities. Immediately communicates any major incidents to the Command Post (for example, PHC of inmates, transportation of inmates to the Infirmary, staff discipline issues). When in doubt, notify the Command Post.
3. Responsible to report off to the Unit Manager first. If unable to contact the Unit Manager, you will contact the Unit Sergeant. If providing Sergeant coverage, contact the Command Post at least 2 hours prior to the beginning of the scheduled shift.
4. Assignment to Unit and shift/days off will be Saturday and Sunday unless a mutual agreement is done between the Unit Manager and Case Manager. As part of coverage of the units in the absence of the Sergeants, Case Managers may be required to provide coverage for weekends or days off. Coverage will be shared appropriately with the Unit Managers.
5. As assigned by the Unit Manager, conducts/participates/orders shakedowns and inspections.
6. As assigned by the Unit Manager, reviews disciplinary reports for accuracy, legibility and appropriateness.
7. As assigned by the Unit Manager schedules and conducts hearings as part of Unit Disciplinary Team as needed.
8. Compiles classification/reclassification reports, reviews appropriate placement in job assignments and housing units and answers questions regarding classification.
9. Completes monthly parole reports in a timely manner by researching and interviewing inmates, ensuring accurate information is provided to the Board of Pardons & Parole.
10. Ensures the safety and security of staff and inmates by supervising and/or initiating the practice of shakedowns, monitoring compliance of unit/institutional rules, observing inmate movement, log books, walk-throughs, conducting count procedures, and employing or performing security inspections.
11. Trains and supervises staff on unit procedures, security procedures, specific post orders, and operation of security devices (cages, doors, monitors, etc.) ensuring knowledge of, and compliance with unit and MSP operational procedures.
12. Provides supervision and training to the Correctional Sergeants and Correctional Officers in the use of the Objective Classification System. Works as team leader with Unit Sergeants and Correctional Officers in the classification process, in compliance with the Inmate Classification procedures. Make recommendations as needed relative to proper process and override considerations.
13. Provides supervision and training in paraprofessional counseling and case management to unit staff, providing on-the-job training emphasizing the unit's mission, and the objectives of the housing unit to ensure consistent unit management philosophy.
14. Provides training for staff in report writing requirements for various programs, and ensuring the development of standardized reports by monitoring reports for proper compliance.
15. Is involved with the establishment of unit objectives, work methods, goals, priorities and design strategies to accomplish them.
16. Is involved in hiring, evaluation, discipline and training of staff assigned to his/her supervision.
17. Provides leadership by encouraging respectful, cooperative relationships and utilizing open and thorough communication.
18. Attends the quarterly Unit Manager meeting.
19. Completes inmate progress reports.
20. Completes the criminally convicted youth offender reports.
21. Complete all forms required for funeral and sick bed visits for inmates as assigned.
22. Will initiate requests for Behavioral Management Plans.

23. Communicate with Judges, County Attorneys, Family Services, Lawyers, etc. regarding any legal matter, Warrant, Detainer, or progress report that may concern an inmate in our custody.
24. Set up court appointed phone calls for divorces, child support or any legal matters.
25. Facilitate treatment groups or cell study programs as assigned by the Unit Manager. All Case Managers, with the Exception of Reception Case Managers, are required to facilitate groups on a monthly basis.
26. Responsible for ensuring incidents are documented and reports are distributed.
27. When providing coverage for the Unit Manager or Sergeant, stops in the Command Post daily to review incident reports and exchange information with the Shift Commander.
28. Conducts interviews with inmates, provides crisis intervention and refers inmates to mental health staff after investigation of issues.
29. Provides unit coverage as a Sergeant or Unit Manager as needed and is responsible for the safe and orderly operation of the housing unit.
30. Participates in public relations activities as directed by the Unit Manager or Associate Warden.
31. Prepares and maintains all six part files on inmates in the unit. Updates, audits and adds all new information as received. Ensures tracking mechanism for six part files is maintained and adhered to.
32. Assists inmates in the preparation of formal release plans.
33. Represents the unit at various institutional administrative meetings.
34. Serves as a member of the Unit Management Team.
35. Maybe required to maintain a data base system for inmates assigned to the unit, which includes pertinent information on the unit inmates as assigned by the Unit Manager if needed.
36. Regularly makes walk through of the housing units.
37. On an as needed basis, assists with unit counts as directed by the Unit Manager.
38. Attends unit staff meetings as called by the Unit Manager.
39. Provides assistance to inmates in obtaining inmate work assignments at the facility.
40. Monitors and reviews progress of inmates on the caseload through formal and informal discussion with the inmate. Takes the appropriate action through coaching and counseling the inmate on needed improvement or changes in behavior.
41. Follows and promotes in daily work activity, the DOC Code of Ethics, MSP Mission and MSP/MCE Guiding Principles.
42. Is an active member of MSP Management by attending meetings, representing the unit in work groups, taking accountability for decisions made and working with staff to ensure unit and MSP operational procedures are understood and followed.
43. Addresses or works with inmates on day-to-day problems and crisis intervention.
44. Assists in the implementation and updating of the unit plans. Helps train and educate unit staff in these areas.
45. Answers questions of unit staff and provide access to unit and MSP operational procedures and unit rules, or other information as needed.
46. In conjunction with the Sergeants, ensures the maintenance and cleanliness of the unit at all times.
47. Works in conjunction with unit staff so that all staff and inmates know and understand unit rules and unit and MSP operational procedures.
48. Works with unit staff to ensure that the unit is properly maintained, clean and orderly.
49. Works with unit staff to ensure that incidents are documented and reports are distributed.
50. Works with unit staff to ensure that new inmates trained and oriented to unit rules and unit and MSP operational procedures.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my job profile/performance appraisal and other duties assigned to me by my Supervisor to the best of my ability. I understand that failure to do so may result in disciplinary actions up to and including termination.

CASE MANAGER SIGNATURE

DATE

Roles of the MSP Housing Unit Correctional Officers

1. The chain of command for Correctional Officers assigned to housing units is through the Unit Management Team assigned to the unit they are working in.
2. The major roles of a housing unit correctional officer involves supervising inmates, conducting searches of inmates and their cells (shaking down), controlling inmate movement, and communicating with other staff and unit inmates. To complete these duties unit correctional officers need to be continually patrolling and moving from place to place inside the housing unit as staffing allows.
3. Enforces rules and regulations, orienting inmates new to the unit on unit and facility rules and procedures, and reinforcing this information to all other unit inmates.
4. Conducts cell inspections/searches looking for contraband, obstructions, sanitation deficiencies, inoperable or damaged equipment/structures, jammed locks etc.
5. Establishes rapport with staff, inmates, and the general public.
6. Completes necessary incident and disciplinary reports.
7. Intervenes in crises; manages conflicts.
8. Has a thorough knowledge of the use of force continuum (minimum, less-than-lethal, lethal).
9. Directs, observes, monitors, and supervises movement of inmates / inmate property according to operational procedures and unit protocols.
10. Properly identifies and escorts inmates individually and in groups.
11. Implements schedules for controlled movement of inmates at specified times.
12. Restricts movement during scheduled physical counts of inmates.
13. Implements emergency operating plans.
14. Enforces custody levels / privileges / disciplinary restrictions.
15. Receives / recommends inmate requests for bed, cell, or unit move.
16. Maintains key, tool, and equipment controls.
17. Inspects keys, equipment, tools, and keepers.
18. Reports damaged and / or missing keys, equipment, and tools.
19. Inventories keys, equipment, and tools at the beginning and end of shift.
20. Maintains physical control of keys, equipment, and tools.
21. Maintains health, safety, and sanitation protocols, submitting written health, safety, and sanitation concerns and recommendations to appropriate departments.
22. File reports on observed and reported changes in behavior of inmates.
23. Conducts searches of inmates, their cells, their personal property, and all unit areas.
24. Reports security violations.
25. Implements proper health procedures for inmates with infectious diseases.
26. Implements health / safety memos and posters.
27. Implements and supervises unit cleaning schedule.
28. Ensures proper handling and labeling of hazardous materials in the unit.
29. Supervises and enforces established inmate dress and hygiene protocols.
30. Maintains open and professional communication with all facility staff.
31. Establishes positive professional relationships/rapport with other staff.
32. Maintains constant communication / vigilance of the activities of other facility staff.
33. Operates facility communications equipment in a professional manner per established guidelines.
34. Briefs oncoming staff for the next shift.
35. Explains complicated and /or unusual unit procedures to other staff.
36. Actively participates in staff meetings.
37. Participates in mandatory/elective training, continuing education and additional training opportunities.
38. Reads / reviews unit logbooks, plans, and other information during each shift.
39. Reviews new/updated post orders, administrative regulations and memos at least once a week.

40. Participates in cross training and on-the-job training of new Correctional Officers and other staff.
41. Reviews simulated emergency procedures (fire drills).
42. Documents, inventories, and distributes authorized items to inmates.
43. Collects urine samples from inmates.
44. Assists inmates with their problems by providing constructive, empathetic, and compassionate intervention, utilizing counseling, listening, and verbal communications skills as the situation warrants, and referring the problem to appropriate staff if the problem needs to be resolved at another level.
45. Sorts, marks, and delivers inmate mail in a timely manner.
46. Serves meals to inmates in locked housing units by delivering menu items to each cell.
47. Conducts inmate visiting activities which help inmates maintain their family support systems.
48. Supervises inmates to ensure the necessary upkeep of prison grounds and property.
49. Implements the mission of the Department of Corrections by setting a positive example and fostering positive, respectful, cooperative working relationships between themselves and other staff, inmates, and the public.

Roles of the MSP Associate Warden of Housing

1. Provides direct supervision of the Housing Unit Managers by providing communication, training, counseling, positive reinforcement, evaluation and discipline, and assuring accountability.
2. Provides guidance and counseling to Unit Managers in the form of coaching and mentoring.
3. Serves as resource for the Warden and Deputy Warden. Provides direction as needed for staff to resolve issues or take appropriate action as it relates to everyday issues of the institution.
4. Serves as a resource for Unit Managers and all facility staff (e.g. provides information, intelligence, answers to questions, guidance, etc.).
5. Keeps the Unit Managers informed, and ensures communication and coordination with other programs and functions at MSP concerning events, DOC policies, MSP operational procedures, and other information.
6. Coordinates development and review of all DOC policies, MSP operational procedures, and post orders affecting the Housing Units.
7. Ensures consistent enforcement of practices related to institutional operations, including housing unit operations, special events, and outside visitors/tours through the frequent review of incident reports and monitoring of activities, etc.
8. Coordinates housing unit issues with MCE Administrator, other DOC on-site units, the Warden, Deputy Warden and other Associate Warden.
9. Participates in public relations activities as assigned by the Wardens or Deputy Warden.
10. Serves as institutional Duty Officer in an established rotation with the Warden, Deputy Warden, Security Major, Lieutenants, Captains, and Associate Wardens, arranging his/her regular work schedule to include duty work on the weekend.
11. Conducts regular, scheduled walk-throughs of facility areas and housing units to address concerns and ensure compliance with DOC policy, MSP operational procedures, and unit rules. Will discuss issues with staff to address concerns and provide necessary direction and assistance during these walk-throughs.
12. Chairs scheduled Unit Manager Meetings, staff meetings. Will chair the Unit Manager/Shift Commander Meeting on a rotating basis with the Security Major.
13. Attends the Warden's staff meeting as a representative of the Housing Units, gathering and providing necessary information, and discussing unit issues.
14. Follows and promotes the DOC Code of Ethics, MSP Mission, and MSP/MCE Guiding Principles as part of his/her daily work activity.
15. Is actively involved as a member of MSP Management by attending meetings, representing housing units in work groups, taking accountability for decisions made, and working with staff to ensure DOC policies and MSP operational procedures are understood and followed.
16. Responsible for the overall orderly operation of the housing unit program in regards to budgetary items.
17. Will normally work an eight hour shift between 7am and 5pm, Monday through Friday, but will flex this schedule to work two eight hour shifts between noon and 10pm, and one random hour between 10pm and 6am every month. The work schedule will be based upon institutional need, and will be determined by the Deputy Warden with final approval by the Warden.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my job profile and performance contract, and other duties assigned to me by my Supervisor to the best of my ability. I understand that failure to do so may result in disciplinary actions up to and including termination.

ASSOCIATE WARDEN SIGNATURE

DATE

Roles of MSP Command Post Staff (Captains and Lieutenants)

1. Ensures consistent enforcement of security rules and practices at the facility and in the housing units in cooperation with the Unit Managers, Associate Wardens, Security Major, and Deputy Warden.
2. Issues post orders for all single-man correctional officer posts.
3. Reviews DOC policies and MSP operational procedures and serves as a resource for the development of and evaluation of procedures institution-wide.
4. Conducts regular facility and unit security audits and communicates the results to Department Heads, Unit Managers, Associate Wardens, and the Security Major. Works with the appropriate staff to ensure corrective action is taken and completed.
5. Ensures adequate numbers of appropriate staff are assigned to all units by scheduling all correctional officers in cooperation with the Unit Managers and housing unit Sergeants. Assists in the scheduling of Sergeants needed for relief and call-offs. Follows the protocol for scheduling Sergeants for unit supervision coverage when a Unit Manager cannot be reached (weekends, evenings, etc.).
6. Reviews and approves the scheduling of special activities or events at the facility.
7. Monitors and reviews all inmate movement at the facility while working with all staff.
8. Provides direct supervision of third shift correctional officers and correctional officer assigned to single-man posts and through effective communication, training, counseling, positive reinforcement, staff evaluations, discipline, and assuring accountability. Solicits and receives input from Unit Managers as applicable for staff working regularly in the units on third shift.
9. Provides input to Unit Managers and Sergeants regarding the performance of unit Correctional Officers and assists in the formal job/work evaluations of staff assigned to housing unit jobs.
10. Assists in the recruitment process for Correctional Officers and Sergeants.
11. Authorizes the call-out of the Specialized Response Team to quell emergency situations (such as disturbances and hostage situations) and ensures the deployment of appropriately trained personnel to other areas for the safety and security of the institution and the general public.
12. Assumes the role of Incident Commander during emergency situations (i.e. escapes, suicides, deaths, hostage situations, natural disasters, etc.) with authority over all facility departments and staff until properly relieved in accordance with established emergency response procedures, to ensure that there is one person in charge to give proper direction and supervision to staff.
13. Serves as a "role model" for Correctional Officer staff, leading by example, to reflect an orderly, professional, uniformed staff member.
14. Prepares daily, weekly and monthly overtime justification reports which justify post coverage for each shift. This report documents the use of overtime resulting from vacations, ETO's, Military Leave, Leave Without Pay, Sick Leave, and extra posts which must be manned such as hospital coverage, etc.
15. Inspects all facilities to ensure that officers and staff are alert and diligent in the performance of their duties and to ensure compliance with the MSP Mission and operational procedures.
16. Ensures adequate security staff are maintained on all shifts and units 24 hours/day, 7 days/week by maintaining a computerized list of all shifts and days off for all security and direct care staff, replacing call offs with available personnel to provide adequate post coverage.
17. Provides direct supervision to Unit staff during the absence of the Unit Managers i.e. regular days off, vacation, sick leave and provides assistance in supervisory decisions on a continuous basis.
18. Completes performance evaluations and conducts appraisal interviews with Security Department supervisory staff by scheduling and meeting with staff individually at least once per year and developing proactive plans if needed for personal growth.
19. Maintains time sheets and approves leave requests on a daily basis to ensure staff pay is correctly computed.
20. Provides on-the-job training to all officers, especially inexperienced or recently promoted officers, in the various duties of the post to ensure the safe and orderly operation of the institution.

21. Counsels, evaluates and disciplines subordinates to identify performance problems and develop performance planning goals and objectives and acknowledges exceptional work performance.
22. Supervises prison personnel in maintaining and enforcing disciplinary, safety, security, and custodial measures for controlling inmates, stressing mission driven attitudes and behavior to ensure a consistent management philosophy.
23. Serves as a resource for all Unit Managers, Sergeants, Case Managers and all facility staff (e.g. provides information, intelligence, answers questions, provides guidance, etc.).
24. Provides on the job training for all staff in regards to security matters.
25. Communicates as necessary with the Unit Manager (Sergeant or Case Manager in their absence) regarding significant events/information within the unit that occurs when the Unit Manager is not available. Depending on the significance of the occurrence, this may require an after-hours phone call, voice mail message, or documented incident report left in the Unit Manager's mailbox in the Command Post.
26. When necessary, provides instruction to the Unit Sergeants or Case Managers when the Unit Manager is not on site regarding issues that are outside the normal Unit operations (serious assaults, emergencies).
27. Participates in public relations activities as assigned by the Security Major or Associate Wardens.
28. Serves as the institution control center in the event of emergency and directs/provides crisis intervention.
29. Has authority to authorize special visits on a case-by-case basis.
30. Shift Captains and Lieutenants will serve as institutional Duty Officer in an established rotation with Security Major, Associate Wardens, Deputy Warden and Warden. The Shift Captain, while Duty Officer, will arrange their schedule to work on the weekend.
31. Oversees and provides for inmate transportation.
32. Operates the Command Post within the confines of DOC and MSP rules, policies, and operational procedures.
33. Regularly reports the Command Post issues to the Security Major.
34. Responsible for the appropriate communication of MSP events, operational procedures and other information to staff in a timely and professional manner.
35. Provides direction as needed for staff in the absence of Unit Managers or Department Heads to resolve issues or take appropriate action as it relates to security issues.
36. Evaluates MSP operational procedures, DOC policies, and unit post orders in coordination with the Security Major, Associate Warden of Housing and Unit Managers on a regular basis. Works in conjunction with the Unit Managers, Sergeants and Case Managers to ensure that these items are regularly reviewed by Correctional Officers and provides guidance and counseling in the form of coaching and mentoring.
37. Ensures that Unit and Department staff coordinate and communicate security matters with the Command Post by reviewing facility incident reports, monitoring activities, etc.
38. Works with all staff to ensure necessary incident reports are completed in an appropriate and timely manner.
39. Works with the Unit Managers and Human Resources staff to ensure Sergeants conduct required regular and special performance evaluations of Correctional Officers and provide necessary daily instruction, training, and required discipline (i.e., progressive discipline for potential sick leave abuse). Reviews Correctional Officer evaluations on a random basis to ensure they are properly completed.
40. Conducts regular daily walk throughs of the housing units and other areas of the facility to ensure security concerns are addressed and staff are complying with unit and MSP operational procedures. Discusses noted unit security issues with the Unit Manager, and provides direction/assistance as needed.
41. Provides Unit crisis intervention.

42. Serves as chair or member of various committees as assigned by the Warden, Deputy Warden, or Security Major. Responsible for communicating accurate information from committee events to the person who assigned them to the committee and other Command Post staff.
43. Participates in public relations activities as requested by the Security Major or Associate Warden.
44. Ensures that staff and inmates know and understand all unit rules and MSP operational procedures through posting of correct/current information, verbal dialog/discussion, coaching, and mentoring.
45. Discusses or forwards information to Unit Managers, Sergeants, Case Managers and Correctional Officers concerning all issues that affect facility operations, for their review and comments.
46. Attends or ensures a representative is present at the Warden's staff meetings to represent the Command Post, gather information, and/or discuss current issues.
47. Follows and promotes, in daily work activity, the DOC Code of Ethics, MSP mission, and MSP/MCE Guiding Principles.
48. Is an active member of MSP Management by attending meetings, representing the unit in work groups, taking accountability for decisions made, and working with staff to ensure unit and MSP operational procedures are understood and followed.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my job profile/performance appraisal and other duties assigned to me by my supervisor to the best of my ability. I understand that failure to do so may result in disciplinary action up to and including termination.

CAPTAIN OR LIEUTENANT SIGNATURE

/ /
DATE

Roles of the MSP Security Major

1. Provides direct supervision to the Captains, Inner-Perimeter Security (IPS) Lieutenant, Security Threat Groups (STG) Lieutenant, Emergency Preparedness Lieutenant, Tool Control Officers, Key Control Officers, and Mail Room Supervisor by providing communication, training, counseling, positive reinforcement, evaluation and discipline, and assuring accountability.
2. Coordinates Visiting Room, Transportation, Tool Control, Key Control, Property Office, IPS Team, Emergency Preparedness, STG, Armory, and Special Response Team (SRT) activities.
3. Conducts and coordinates security audits throughout the institution, including Housing Units, to point out and correct any security problems. Provides guidance and counseling in the form of coaching and mentoring.
4. Serves as a security resource for the Warden, Deputy Warden, and Associate Wardens. Provides direction as needed to assist staff in resolving issues and/or taking appropriate action as they relate to security issues.
5. Serves as a resource for Command Post, Unit Managers, and all facility staff (e.g. provides information, intelligence, answers questions, provides guidance, etc.).
6. Keeps the Captains informed, and ensures communication and coordination with other programs and functions at MSP of events, DOC policies, MSP operational procedures, and other information.
7. Coordinates development and review of all security related DOC policies, MSP operational procedures, and post orders.
8. Ensures consistent enforcement of security practices are followed as they relate to institutional operations, including Housing Unit operations, special events, and outside visitors/tours, by reviewing facility incident reports, monitoring activity, etc.
9. Coordinates security issues with MCE Administrator, other DOC on-site units, Warden, Deputy Warden, and Associate Wardens.
10. Participates in public relations activities as assigned by the Associate Wardens or Deputy Warden.
11. Serves as institutional Duty Officer in an established rotation with Lieutenants, Captains, Associate Wardens, Deputy Warden, and Warden. While on duty, will arrange work schedule to include work on the weekend.
12. On a regular basis, conducts walk through of the facility and units to ensure compliance with MSP operational procedures, unit rules and that security concerns are addressed. Discusses security issues with staff to provide direction/assistance as needed.
13. Chairs regular shift commanders meeting.
14. Attends the Warden's staff meeting to represent Security and to gather and provide information and discuss issues.
15. Follows and promotes, in daily work activity, the DOC Code of Ethics, MSP mission, and MSP/MCE Guiding Principles.
16. Is an active member of MSP Management by attending meetings, representing Security in work groups, taking accountability for decisions made, and working with staff to ensure MSP operational procedures are understood and followed.
17. Responsible for overall orderly operation of the Security program in regards to budget items.
18. Will normally work an eight hour shift between 6am and 4pm, Monday through Friday, but will flex this schedule to work 16 hours between 4pm and 10pm, and eight hours between 10pm and 6am, on a regular basis. The work schedule will be based upon institutional need, and will be determined by the Deputy Warden with final approval by the Warden.

I understand all roles as outlined here today. I agree to carry out my duties in addition to other duties outlined in my job profile and performance contract and assigned to me by my Supervisor to the best of my ability. I understand that failure to do so may result in disciplinary actions up to and including termination.

SECURITY MAJOR SIGNATURE

DATE

MSP HOUSING UNIT PLAN OUTLINE

SECTION I: Unit Description

- A. Narrative:** (what the unit looks like, its location, size, the types of inmates it houses, how it's staffed, what it's attempting to accomplish).
- B. Mission/Purpose:** (a paragraph which describes the purpose of the unit. It must mention how success in meeting the unit objectives will be measured).
- C. Unit Objectives:** (a list of statements of intent that will indicate that the unit has and will continue to fulfill its mission).
- D. Physical Description – Location/Capacity/Attributes/Type/Programs:**
 - 1. Location (include a marked site plan).
 - 2. Bed capacity & type (#cells, single/double bunked, etc.) consistent with *DOC 2.2.1, Facility Design Capacity*.
 - 3. Physical attributes (number of tiers, inside/outside cell/room doors, presence of grilles/sally ports, recreation areas, etc.).
 - 4. Type of unit (general population? special housing unit? what type? etc.).
 - 5. Program approach (in-unit programming, therapeutic community, etc.).
 - 6. Staffing patterns (titles, number of assigned staff – see page 151 of your book for an example.).

SECTION II: Unit Rules and Regulations

This section describes the rules and regulations with an emphasis on those unique to the unit. Unit rule content will be consistent with *MSP 3.4.102, Unit Rules*. Items contained within the section will include, at a minimum, cell assignment, dayroom operation, movement, counts, work assignments, state laundry, personal laundry, inmate phones, mail, scheduled activities, personal property, hobby, canteen, inmate hygiene and grooming, emergency procedures, classification, grievance, disciplinary, indigent status, special needs and security requirements.

SECTION III: PROGRAMS AND SERVICES

This section describes the following programs and services. For each program and service, the unit plan will describe who is responsible, and when and where the program or service is conducted.

- A. Admission/Orientation:** (describe the unit's orientation process, conducted by whom, etc.).
- B. Addressing Staff:** (explain how each staff member must be addressed, i.e. Officer Smith, Unit Manager Jones, etc.).
- C. Photographs:** (explain how inmates can obtain photographs, cost, "do's" and "don'ts", etc.).
- D. Health Services:** (explain what medical, dental, and mental health services are available, including how, when, and where sick call and/or pill pass is held).
- E. Counseling:** (explain what individual and/or group counseling is available. Must include how, where, and when it is conducted, and who does it).
- F. Self Help Programs:** (describe what programs are conducted, how an inmate is assessed for each program, who conducts each program, how often they meet, and the length of the program. Must include chemical dependency, anger management, CP&R, re-entry, and SOP).
- G. Inmate Organizations:** (describe the approved staff sponsored inmate organizations, such as Vets, Montana Dads, and how the inmate can join).
- H. Pre-Release:** (describe the current pre-release system, including screening criteria, who to submit an application to, and who is responsible for pre-release overall).
- I. Television:** (describe how an inmate can order/get a TV, TV rules, and when TV's can be confiscated).
- J. Other Services:** (describe any unique contributions the unit makes to other programs/services, i.e. cell study for education).

- K. Inmate IDs:** (describe the procedures for issuing inmates their ID card, what they are to do with them when they arrive at their destination, and how they turn them in when they return to the unit. Describe the procedures for replacement of IDs when the card is lost or the inmate's appearance changes).
- L. Recreation:** (describe the various recreation opportunities available in the housing unit and gyms.).
- M. Religion:** (describe what religious activities are available, how an inmate signs up for them, and where they are held).
- N. Food Service:** (outline the general feeding times, types of alternative menus, and basic nutritional facts).
- O. Work/Educational Opportunities:** (outline the work and education opportunities in the various compounds, along with procedures on how inmates are assigned to a position. Also describe labor pool status).
- P. Library Services:** (outline general library and legal library time frames and procedures).
- Q. Mental Health Services:** (outline the services provided and their availability).
- R. Parole Board:** (outline how an inmate can appear before the board and how often the board meets).

SECTION IV: OPERATIONS AND SCHEDULES

- A. Post Orders for all shifts:** (include information on how to respond to various emergency situations).
- B. Relevant operational procedures/policies referenced in the post orders.**
- C. Relevant unit memos** (available in electronic format on the 'I' drive).
- D. Unit Security, Safety, and Sanitation Inspections:** (include how each type of inspection is conducted including who does them and how often they are conducted).
- E. Unit Sanitation supplies:** (include how supplies are ordered, who orders and passes them out, and how much each area gets).
- F. Unit Worker Job Descriptions:** (include the various unit worker job assignments, the duties of each position, and how workers are selected, trained, paid, and supervised).
- G. Unit Meetings:** (describe how the meetings will be conducted, how often they are held, who needs to attend them, who is in charge of them, who will take minutes, and how the unit objectives will be accomplished. Must include the protocol for when the Unit Manager is unavailable /vacation/sick, etc. Meetings will be held at least once a month. The purpose of these meetings is to ensure that all unit personnel are informed about operational procedure changes that have been made and to provide staff an opportunity to notify each other about their unit operational concerns). (available in electronic format on the 'I' drive).
- H. Inmate Unit Representative:** (describe how he is selected, how often the Unit Manager or designee must meet with him to discuss unit issues, and the procedures for posting meeting minutes available in electronic format on the 'I' drive).
- I. Unit Disciplinary Board:** (describe who serves on the unit disciplinary board and refer to Section II.).

SECTION V: UNIT STAFFING

- A. Organization:** (describe your unit staff members, availability, lines of authority. Develop an organizational chart for the unit and facility).
- B. Positions and roles:** (describe in detail the number, type, and functions of each unit staff position).
- C. Work Schedule:** (include a table/chart displaying an example of the monthly work schedules for all full time personnel. Current version will be available in electronic format on the 'I' drive).
- D. Training:** (describe training requirements and obligations of staff to be involved with the training requirements for their position).

SECTION VI: UNIT EMERGENCY PLANS

- A. Unit fire plan:** (must include a schematic/diagram of the unit fire/escape plan).
- B. Fire Drill Schedule:** (must outline the frequency of fire drills in the unit. Sample schedule will be hard copy, but updated version is available in electronic format on the 'I' drive).

SECTION VII: FACILITY EMERGENCY PLANS

- A. Emergency siren plan:** (will be posted in individual post orders, but must outline or refer to staff and inmate requirements and response to the emergency siren or facility lockdown situations).
- B. Suicide or self harm response:** (refer to MSP4.5.100, Suicide Risk Management, but must outline the staff response to inmate suicides or self-harm situations unique to the housing unit).

SECTION VIII: UNIT RECORDS AND EVALUATIONS

This section must outline the procedures for the maintenance and retention of the following records and associated forms:

- A.** Unit files.
- B.** Parole reports.
- C.** Unit Logs.
- D.** Daily, weekly, monthly and/or annual reports.
- E.** Emergency forms.

SECTION IX: GUIDING PRINCIPLES & CODE OF ETHICS

MONTANA STATE PRISON GUIDING PRINCIPLES

1. **SEAMLESS SECURITY** - We believe security is the #1 priority at all times. Security is the responsibility of everyone.
 2. **MUTUAL RESPECT** - Our behavior and interactions are based on dignity, integrity, honesty, decency and respect that encourages staff, inmates and the public to respond in the same way resulting in a safe environment of mutual respect.
 3. **UNIVERSAL ACCOUNTABILITY** - We hold ourselves and others accountable for our/their actions and outcomes.
 4. **ETHICAL BEHAVIOR** - We conduct daily activities based on integrity, honesty and openness.
 5. **RESPONSIBLE COMMUNICATION** - We create an environment of inclusion and cooperation by using complete, accurate and nonbiased communication with respect for the chain of command.
 6. **DEDICATED TEAMWORK** - We solve problems and conflict at the lowest level through ownership, respect, follow up and inclusion of affected parties.
 7. **EFFECTIVE INMATE PROGRAMMING** - We create an environment, which fosters positive change and enhances inmate accountability.
 8. **PROFESSIONAL DEVELOPMENT** - We create an environment, which fosters professional growth and enhances accountability of employees.
 9. **PRIDE IN APPEARANCE** - We foster and maintain personal pride in appearance and a clean sanitary and orderly operation.
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MONTANA DEPARTMENT OF CORRECTIONS CODE OF ETHICS

In compliance with Montana Department of Corrections policies and MSP operational procedures:

1. I shall perform my duties with high standards of honesty, integrity, and impartiality, free from personal considerations, favoritism and partisan demands. I shall be courteous, considerate and prompt when serving the public.
2. I shall maintain respect and professional cooperation in my relationships with other Department staff members. I will not sexually harass or condone sexual harassment of any person. I shall treat others with dignity, respect and compassion.
3. I shall report job-related illegal or unethical behavior to the appropriate authority.
4. I shall provide offenders with humane custody and care, void of retribution, harassment, abuse or mistreatment. I shall maintain confidentiality of information that has been entrusted to me and designated as such. I shall not incur any personal obligation that could lead any person to expect official favors.
5. I will not discriminate against any offender, employee or member of the public on the basis of age, race, gender, religion, disability, creed, political belief, marital status, national origin, or sexual preference.
6. I shall conduct myself in a manner that will not demean offenders, fellow employees or others.
7. I shall uphold the tenets of the United States Constitution, its amendments, the Montana Constitution, Federal and State laws, rules and regulations, and policies of the Department.
8. Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the State of Montana.
9. I shall not use my official position for personal gain.
10. I shall maintain acceptable standards of personal hygiene, grooming, and neatness while on duty or otherwise representing the Department.

MSP Unit Management Implementation Checklist

1. Obtain commitment and understanding of unit management from MSP Administration and DOC Director.
2. Create facility staff committee to develop, outline and review unit management structure.
3. Develop and implement facility wide unit management operational procedures.
4. Develop and implement an MSP unit management operational procedure.
5. Clearly designate a unit management structure in the chain of command.
6. Identify inmate housing units.
7. Determine and clearly identify unit staffing patterns and rotation of key staff.
8. Select and designate unit managers.
9. Select and designate case managers.
10. Select and schedule sergeants.
11. Select and schedule correctional officers.
12. Develop and finalize roles of the Associate Warden of Housing, unit managers, case managers, sergeants, correctional officers, and Command Post staff.
13. Provide adequate coverage of unit by key staff on a daily basis.
14. Identify, create and furnish office space.
15. Acquire unit equipment, radios and supplies.
16. Develop rotation schedule of staff.
17. Visit of staff to operating functional units.
18. Provide unit management orientation training for all institution staff.
19. Provide unit management training for unit personnel.
20. Identify the various support areas and staff.
 - a. Infirmary
 - b. Mental Health
 - c. Religious Activities Center
 - d. Recreation
 - e. Library
 - f. Education
 - g. Work Areas
 - h. Treatment
 - i. Maintenance
 - j. Food Service
 - k. Grievance and Disciplinary
 - l. Classification, Placement and Count Office
21. Develop and write unit plans.
22. Classify and place inmates according to facility classification plan.
23. Orient inmates assigned to the housing units.
24. Activate the unit management process.
25. Conduct scheduled unit management audits.